

# 2026-2030 Budget Workshop

## Proposed 2026-2030 Financial Plan

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Prepared by: Michelle Mason

Committee of the Whole Financial Plan  
Meeting dates: October 14, 20, 2025



THE VILLAGE OF  
**CUMBERLAND**

2026-2030 Budget Workshop | Financial Plan Overview  
| October 2025

**250.336.2291**  
[info@cumberland.ca](mailto:info@cumberland.ca)  
[cumberland.ca](http://cumberland.ca)

2673 Dunsmuir Avenue  
Box 340, Cumberland, BC  
V0R 1S0



## Proposed 2026-2030 Financial Plan Workshop Agenda

### 1<sup>st</sup> session – October 14, 2025

1. CAO Introduction
2. Financial Plan Schedule and Methodology
3. Proposed Financial Plan
  - a. Asset management and funding sources
  - b. Policies included in Financial Plan Bylaw
  - c. Proposed Staff Changes
  - d. Property Taxes, Utility User Fees and Parcel Taxes

### 2<sup>nd</sup> session – October 20, 2025

1. Council review of new initiatives
2. COTW recommendations

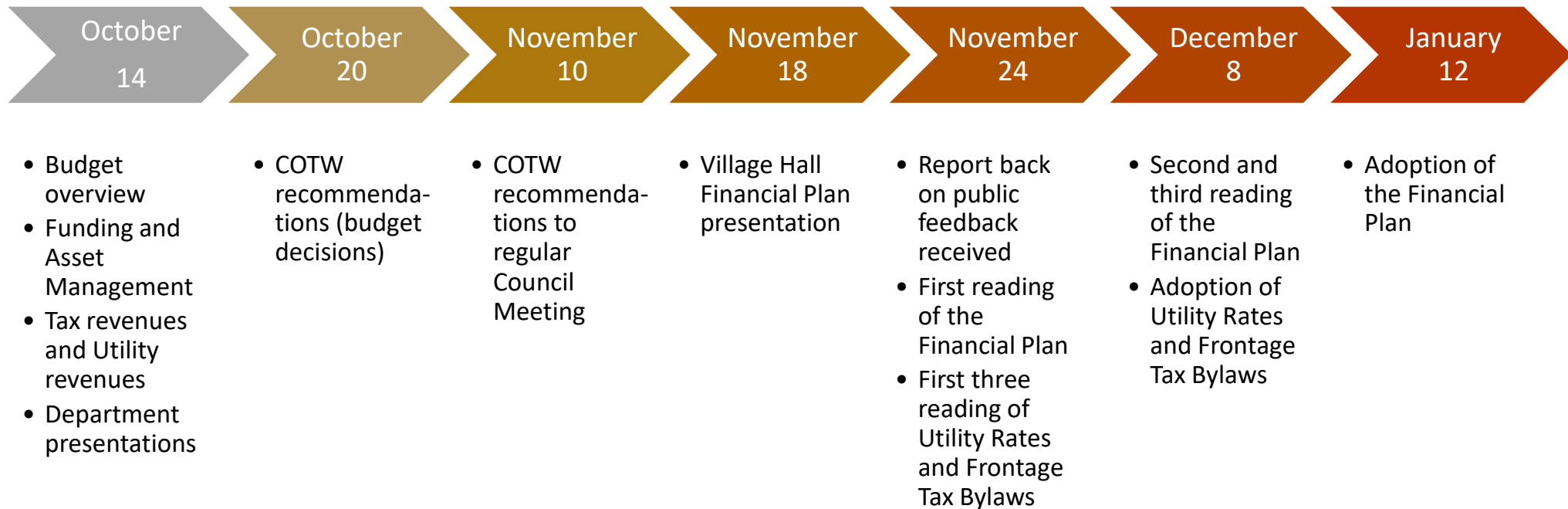
### 1<sup>st</sup> session – October 14, 2025

4. Department Presentations:
  - a. **Corporate Services** (Council, CAO & Leg Services, Finance, HR & IT)
  - b. **Public Health** (Cemeteries)
  - c. **Development and Bylaw Services** (Development, Bylaw Compliance)
  - d. **Protective Services** (Fire Department)
  - e. **Engineering and Public Works** (Solid Waste, Water, Sewer & Storm, Transportation)
  - f. **Community Services** (Recreation & Facilities, Community & Cultural, Parks)





## 2026-2030 Financial Plan Schedule





## Financial Plan Methodology

- Budget is prepared based on Council's strategic priorities and to maintain existing services
- Taxation and utility fees are used to fund Council service levels
- Efforts are made to offset increasing costs through savings from efficiency
- Focus on Asset Management and maintenance of existing assets and infrastructure





## 2023-2027 Strategic Priorities

### Diverse and Healthy Community

- Meaningful Reconciliation with Indigenous Peoples
- Socio-Economic Diversity & Inclusion
- Effective Community Engagement & Communication
- Thriving Community Arts, Culture & Recreation
- Effective Regional Partnerships

### Sustainable Service Delivery & Asset Management

- Comprehensive Asset Management
- Sustainable Public Utilities
- Multi-Modal Transportation Management

### Community Planning

- Effective Response to Climate Change
- Ecologically, Socially, & Financially Sustainable Land Use Planning





## Village Operational Priorities

Factors that determine priority projects for inclusion into the financial plan:

Required for life  
and safety

Regulatory  
requirement

Possible  
consequence if  
not funded

Possible future  
cost if not  
funded

Service levels

Strategic  
Priorities





## Financial Plan Lists for Council Decisions on October 20th

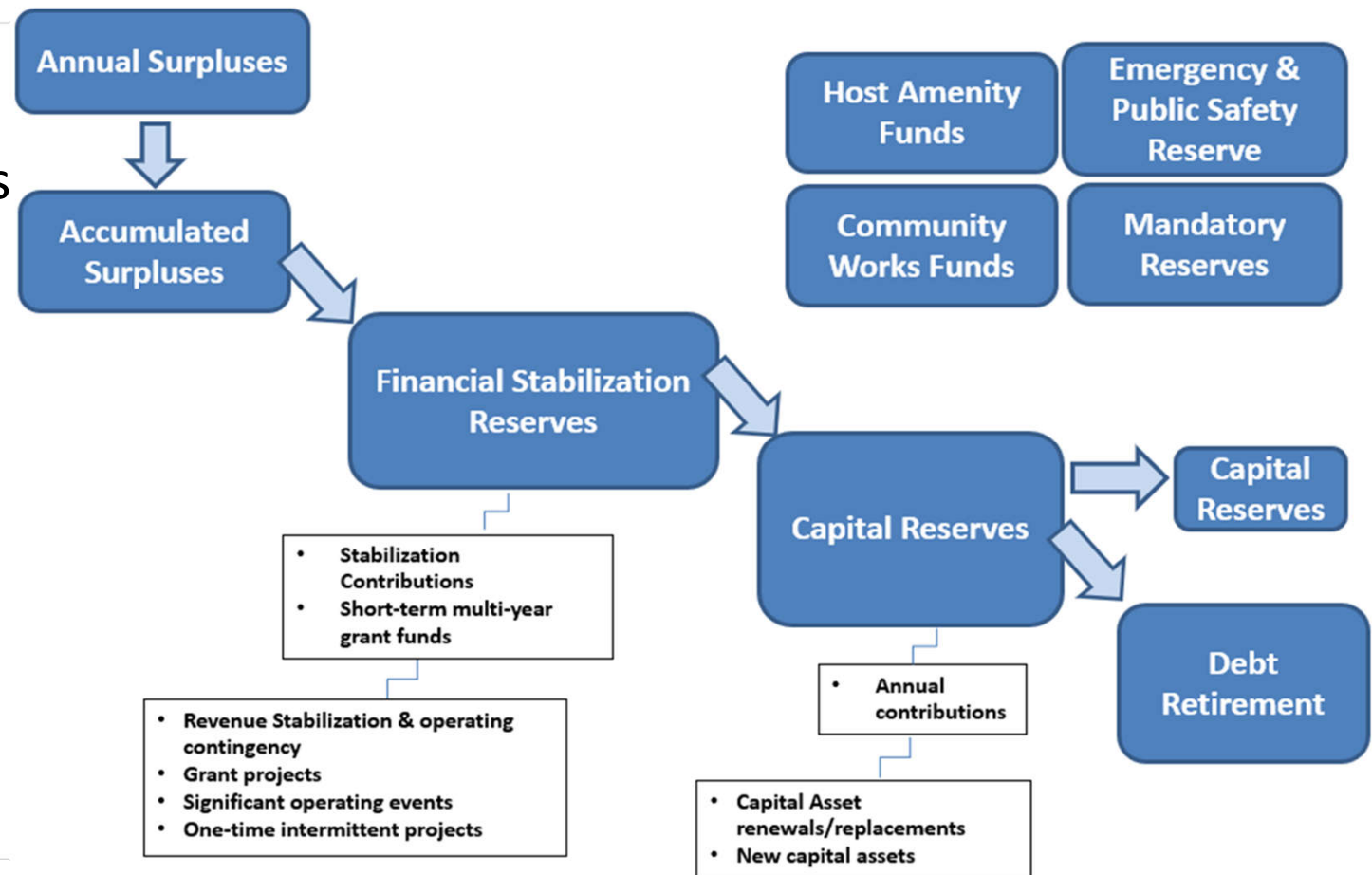
1. *Projects Currently Included in the Five-year Financial Plan (Previously approved in the 2025-2029 Financial Plan).*
2. *Priority Request Projects Currently Not in Financial Plan Requiring Further Council Consideration.*
3. *Requests/Projects Removed During Director Review.*
4. *Five Year Linear Infrastructure Capital Asset Renewal.*
5. *Contribution to Reserve.*





## How we use reserves

The Reserve and Surplus Policy has been developed to provide guidance and direction for the development, maintenance and use of Village's Reserve and Surplus funds.







## Annual Contributions to Asset Related Reserves

**2026**

Replaced  
with Annual  
Program

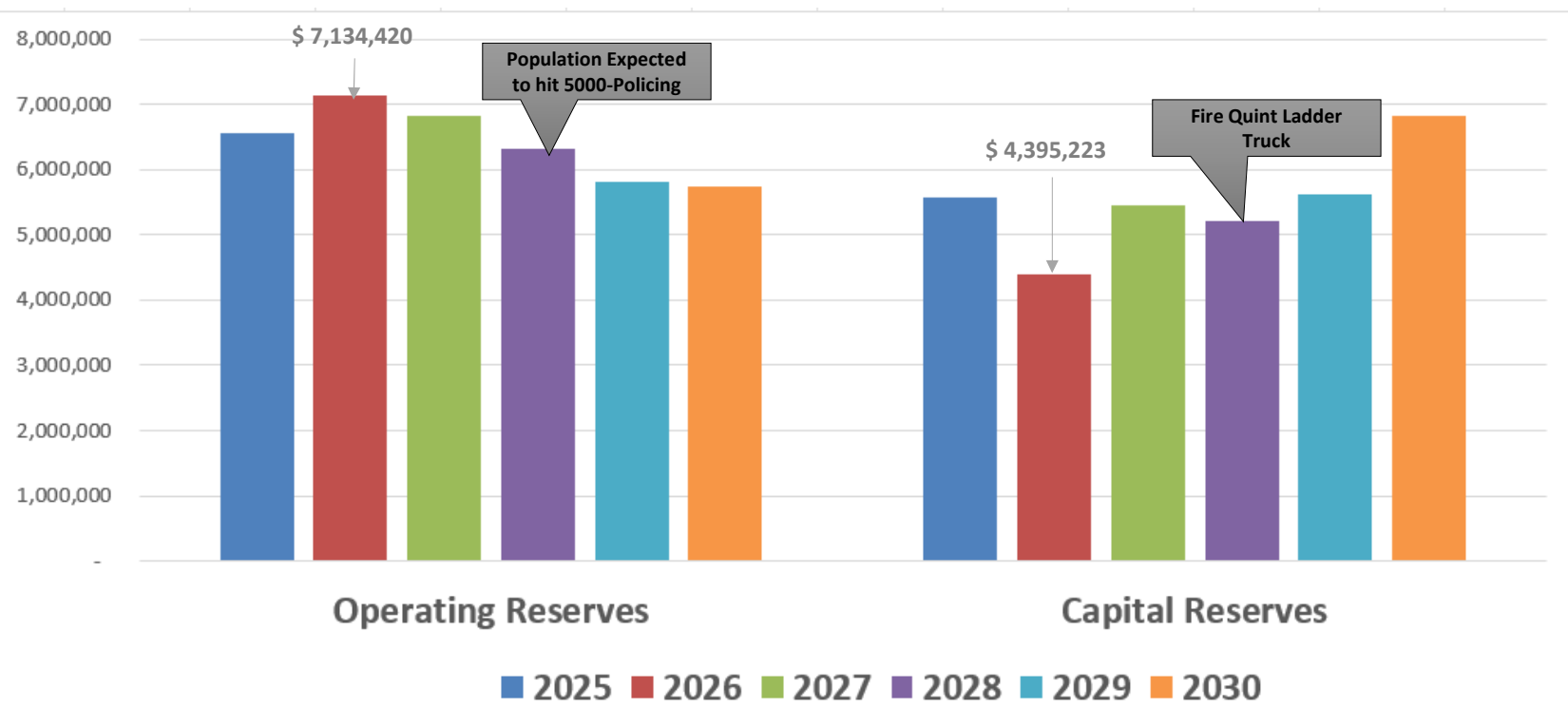
**New  
2026**

**New  
2026**

Dept	Contribution to Reserve	2025	2026	2027	2028	2029	2030
<b>Linear Assets (Roads, Water, Sewer Storm)</b>							
	Linear infrastructure asset	951,990	968,000	992,540	1,057,850	1,128,970	1,200,920
<b>Environmental Health Services (Water, Sewer &amp; Storm)</b>							
	Water meter replacement	93,000	-	-	-	-	-
	Water infrastructure reserve (to fund water treatment plant replacement)	-	28,000	28,000	28,000	28,000	28,000
	Sewer infrastructure reserve (increase for wastewater treatment replacement)	-	10,000	20,000	75,000	81,000	87,000
<b>General Government Services</b>							
	General Asset Reserve - Office & IT equipment	7,000	9,000	14,000	15,000	15,000	20,000
	Community Works Funds Reserve	261,525	261,525	261,525	261,525	261,525	261,525
	General Village Facility Asset replacement reserve	187,240	186,200	186,370	186,540	186,700	186,870
	General Asset Renewal Reserve - Fleet Assets	30,000	35,000	40,000	45,000	50,000	55,000
	General Asset Renewal Reserve - Cemetery	2,000	2,000	2,000	2,000	2,000	2,000
<b>Recreation, Parks &amp; Community Services</b>							
	General Asset Renewal Reserve - Lake Park	20,000	24,000	28,000	32,000	32,000	32,000
	General Asset Renewal Reserve - Recreation Equipment	1,500	1,500	1,500	1,500	1,500	1,500
	General & Facility Asset Renewal Reserve - Recreation	-	39,950	32,050	32,050	32,050	32,050
<b>Protective Services</b>							
	Fire capital purchases (vehicles & protective equipment replacement)	102,500	105,500	107,500	116,000	118,000	120,000
<b>Total Contributions to Reserves</b>		<b>\$ 1,656,755</b>	<b>\$ 1,670,675</b>	<b>\$ 1,713,485</b>	<b>\$ 1,852,465</b>	<b>\$ 1,936,745</b>	<b>\$ 2,026,865</b>

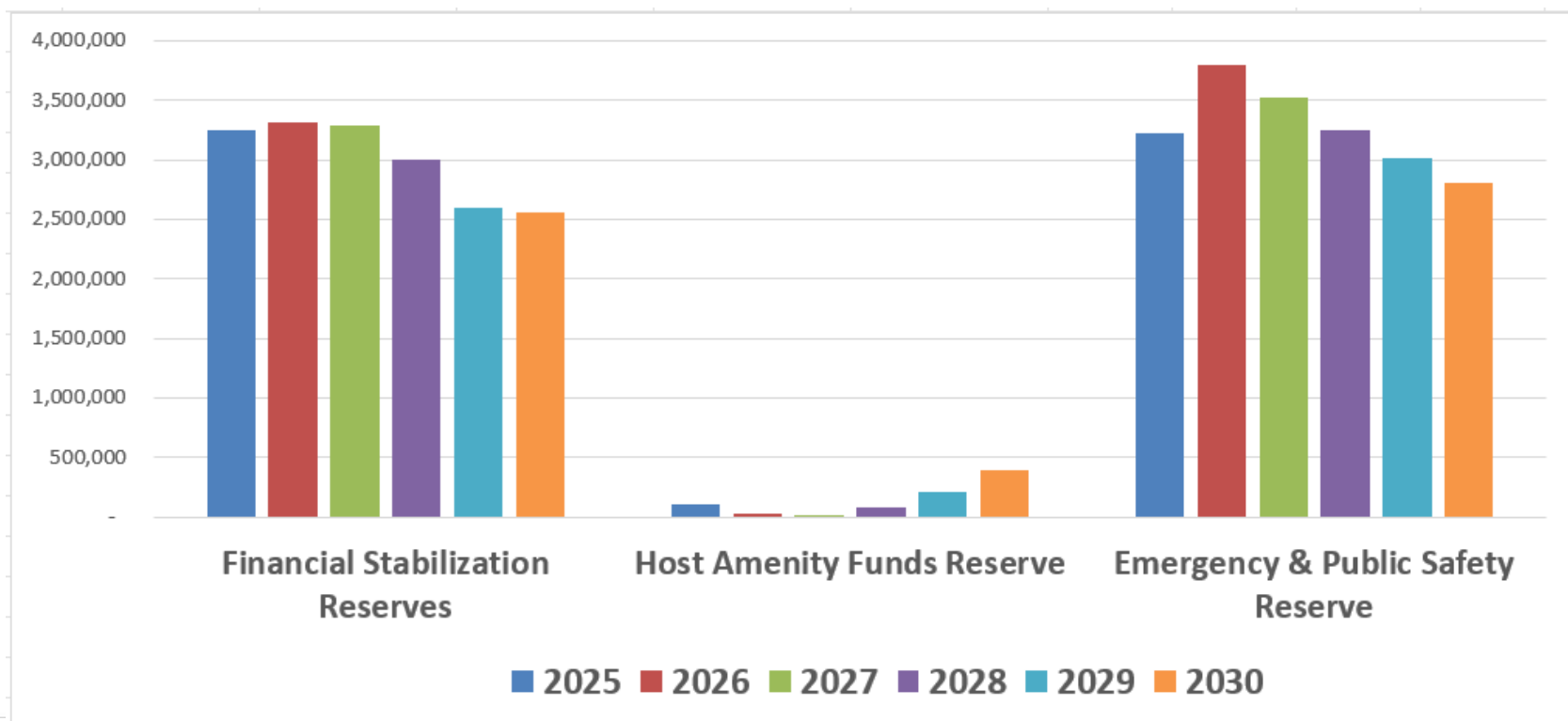


## Cumberland Reserve Projected Annual Balances Operating & Capital



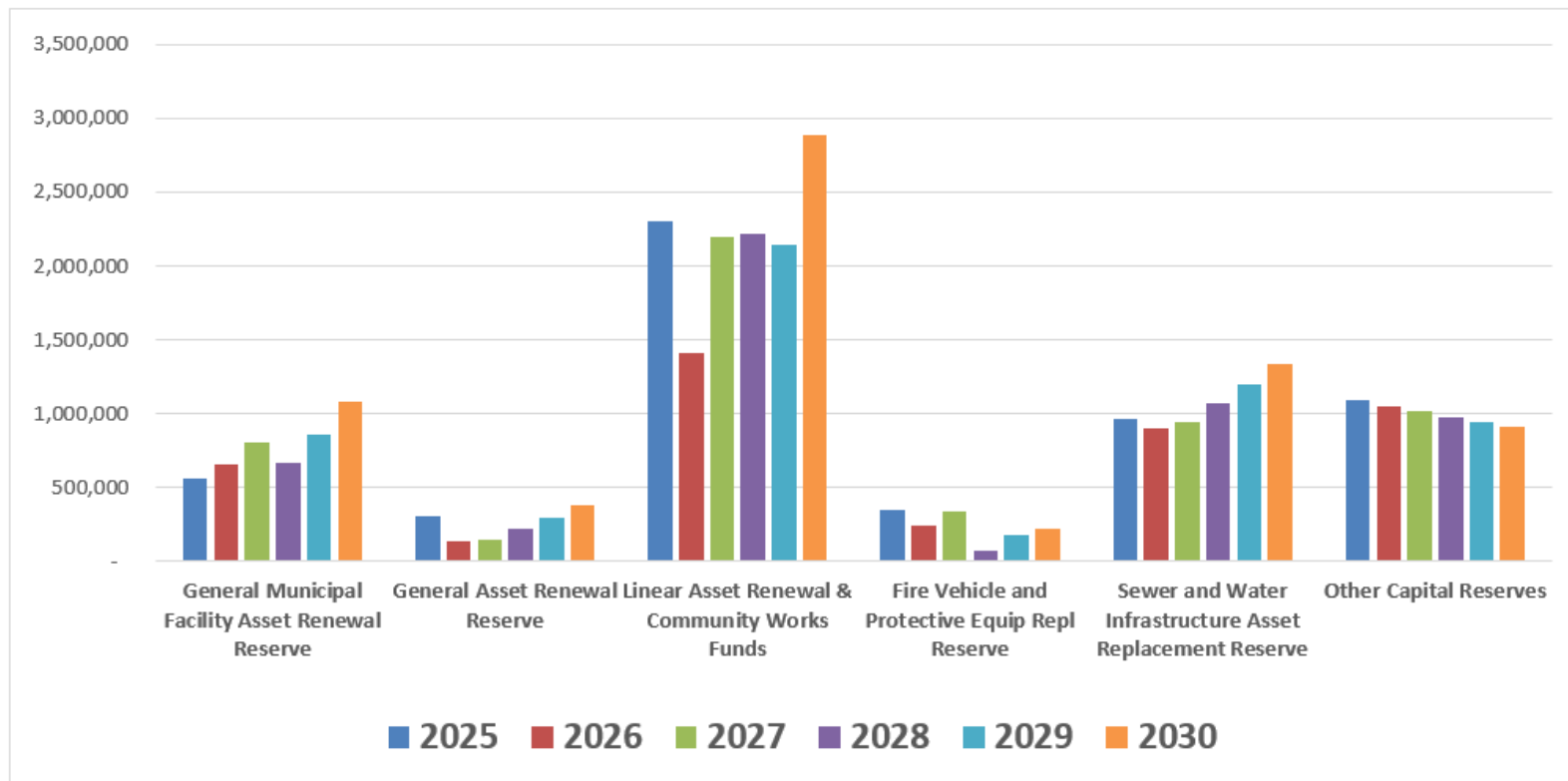


## Cumberland Operating Reserve Projected Annual Balances





## Cumberland Capital Reserve Projected Annual Balances





## Cumberland Growing Communities Fund

One-time Grant to Address Communities Unique Infrastructure and Amenity Demands  
Transferred by the Province in March 2023 with Requirements to Spend within Five Years

Growing Communities Funds	2023	2024	2025	2026	2027
Transfer from Province	2,777,000	-	-	-	-
Interest Earned	96,170	120,500	80,800	3,910	390
Expended / Budgeted	600,000	45,770	2,175,280	231,100	26,000
Balance	2,273,170	2,347,900	253,420	26,230	630

Expended funds include the purchase of the First Street property, funding towards Fire rescue vehicle replacement, and water treatment plant AC.

2025 Committed funds include funding towards Wastewater Treatment and Cumberland No. 2 Dam upgrades, as well as Recreation Office space expansion and Gym washroom upgrades for accessibility.

2026 & 2027 recommended use of funds include funding towards Recreation Centre gym roof replacement, Moncrief lower wall protective coverings, Fire turnout gear dryer, funding for installation of misting station that was purchased with emergency funds grant, expanded/additional recreation equipment purchases, and security fence around Fan House Park.





## 2026 Tax funded initiatives approved in the 2025 – 2030 Financial Plan

- Council approved a 7.52% increase for the year 2026 in the 2025-2029 Financial Plan (equivalent to \$367,030 in new taxes).
- The Proposed 2026-2030 Financial Plan includes an increase of 5.87% for 2026 (\$286,280). This increase is required to fund:
  - Contractual increase
  - Inflationary increase
  - Approved increase to reserve transfer for asset replacement
  - Approved increases to operations and debt from the 2025-2029 financial plan





## Additional tax revenues required for priority projects not included in Financial Plan requiring further Council consideration

Department	2026	2027	2028	2029	2030
Council	6,500	6,500	6,500	6,500	6,500
CAO & Leg Svcs	15,000	15,000	15,000	15,000	15,000
Finance/IT/HR	3,960	3,960	3,960	3,960	3,960
Planning & Development	1,080	1,080	1,080	1,080	1,080
Bylaw & Building (new position also supports development admin)	17,070	32,680	32,680	32,680	32,680
Fire / Emergency	28,230	36,080	49,740	54,300	59,060
Recreation	-	-	-	-	-
Parks	4,320	4,320	4,320	4,320	4,320
Transportation (fleet debt base \$114,060)	114,060	121,490	128,840	131,980	142,130
	<b>\$190,220</b>	<b>\$221,110</b>	<b>\$242,120</b>	<b>\$249,820</b>	<b>\$264,730</b>
Incremental Tax increase \$	\$ 76,160	\$ 30,890	\$ 21,010	\$ 7,700	\$ 14,910
Incremental Tax increase %	1.56%	0.60%	0.38%	0.12%	0.23%
Tax Increase included in 2026-2030 Financial Plan	5.87%	6.57%	6.75%	5.70%	4.76%
<b>Total Tax Increase with new requests</b>	<b>7.43%</b>	<b>7.17%</b>	<b>7.13%</b>	<b>5.82%</b>	<b>4.99%</b>
<b>Tax Increase Approved in 2025-2029 Financial Plan</b>	<b>7.52%</b>	<b>7.57%</b>	<b>7.77%</b>	<b>4.16%</b>	

Each director will present their respective requests



## Financial Plan Policies and Objectives

- **Part A: Proportion of Total Revenue Proposed to come from each funding source**
  - to actively seek grants for major infrastructure repair and replacement;
  - to annually review utility rates to ensure water, sewer and storm water operating and delivery costs are fully funded
  - to review all other services to determine optimal proportions of cost recovery from fees versus general revenues and taxation
- **Part B: Distribution of Property taxes among Property Classes**
  - Tax rates are set in order to maintain tax stability
  - Annual tax increases are apportioned over the classes to ensure stability
- **Part C: Use of Permissive Property Tax Exemption**
  - Generally not supported by Council - with 4 exceptions:
    1. Parcels that qualify for partial statutory exemption, such as the grounds surrounding places of worship
    2. Municipal properties occupied by a community group or partner agency where the group or agency has been granted a reduced or zero lease rate but may be subject to property tax
    3. Assessed improvement value of affordable rental housing properties meeting specific criteria
    4. Properties held for conservation purposes

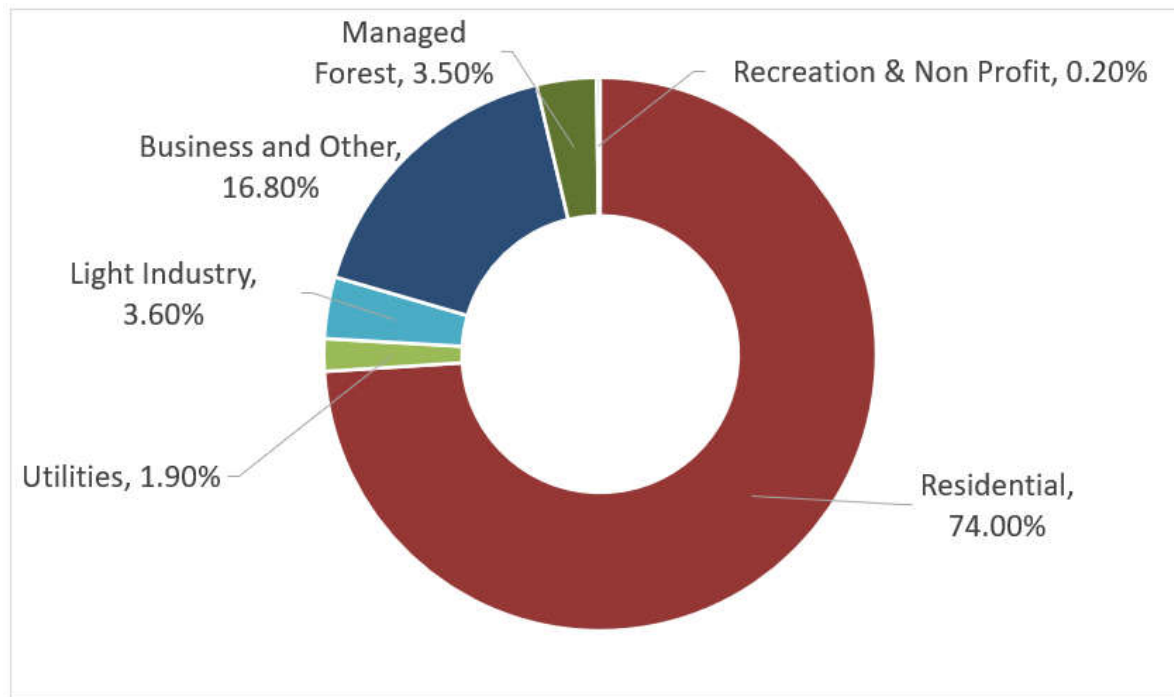






## Property Tax Distribution

Based on 2025 Revised Assessment Roll





## Proposed Staffing / Full-Time-Equivalent Changes (FTE)

Included in 2026-2030 Financial Plan: (approved in principal in 2025-2029 planning process)	2026	2027	2028	2029	2030
Extension of Parks and Grounds I position	0.03	0.03			
Additional Janitor position hours to backfill for facilities worker 2 position	0.10	0.10			
Admin Assistant for Operations to full-time	0.14				
<b>Total staffing requests</b>	<b>0.28</b>	<b>0.13</b>	-	-	-

There are other staffing challenges requiring further consideration that are not currently in the financial plan and therefore are not summarized above but are summarized below:  
(Below staffing requests do not include any requests that have been removed during the Director review)

Not In Financial Plan but proposed as priority:	2026	2027	2028	2029	2030
Increase Development Services Assistant to 35 hrs/week from 21 hrs (full-time by 2027)	0.20	0.20	Funding: Taxes		
Bylaw Officer from 21 hrs/week to 35 hrs between May and August each year	0.13	No Taxes Community Patrol Budget			
<b>Total staffing changes not included in financial plan, priority for Council's consideration</b>	<b>0.33</b>	<b>0.20</b>	-	-	-





## Proposed Property Tax Increase - Municipal Purpose

Property Tax Increase	2025	2026	2027	2028	2029	2030
Tax increase % included in this plan	7.79%	5.87%	6.57%	6.75%	5.70%	4.76%
Tax increase \$		\$ 286,280	\$ 339,730	\$ 371,640	\$ 335,120	\$ 295,600
Estimated tax revenues	\$ 4,880,730	\$ 5,167,010	\$ 5,506,740	\$ 5,878,380	\$ 6,213,500	\$ 6,509,100
Tax increase % for priority requests		1.56%	0.60%	0.38%	0.12%	0.23%
Total tax increase % with priority requests	7.79%	7.43%	7.17%	7.13%	5.82%	4.99%
Tax increase \$ for priority requests		\$ 76,160	\$ 30,890	\$ 21,010	\$ 7,700	\$ 14,910
Estimated tax revenues with priority requests		\$ 5,243,170	\$ 5,537,630	\$ 5,899,390	\$ 6,221,200	\$ 6,524,010
1% increase Equals		\$ 48,807	\$ 51,670	\$ 55,067	\$ 58,784	\$ 62,135

- The property tax increases above do not include growth taxes.
- In past financial plans, all residential growth taxes have been contributed to a reserve to be used towards cost of policing services. Police taxes were just under \$389k for the year 2025 and are estimated to increase to over \$1M per year when Cumberland population hits 5000, per the census (next census scheduled in 2026). Staff have estimated this will be in the year 2027.





## Proposed Property Tax Impact Average Single Family Household

	<b>Proposed</b>			
	<b>2026</b>	<b>2025</b>	<b>Change</b>	<b>%</b>
Total taxes payable	\$ 4,466	\$ 4,196	\$ 270	6%
Home owner grant	(770)	(770)	-	0%
Net property tax	\$ 3,696	\$ 3,426	\$ 270	8%
Frontage parcel tax (median lot size)	400	386	14	4%
Parcel Charge per lot for water supply debt	68	45	23	51%
Property taxes	\$ 4,164	\$ 3,857	\$ 307	8%
Average Utility Fees	1,190	1,149	41	4%
<b>Total Overall Change from 2025</b>	<b>\$ 5,354</b>	<b>\$ 5,006</b>	<b>\$ 348</b>	<b>7%</b>

If Priority  
Projects are  
approved, this  
will increase to  
\$381 (8%)

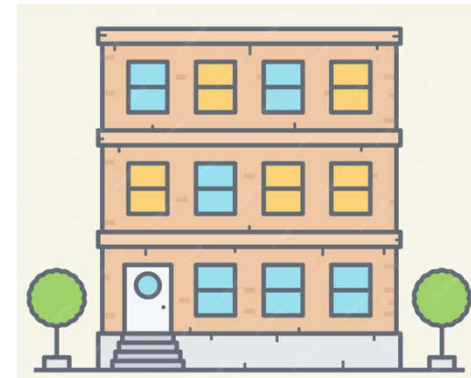




## Proposed Property Tax Impact Average Family Strata House (condo)

	<b>Proposed 2026</b>	<b>2025</b>	<b>Change</b>	<b>%</b>
Total taxes payable	\$ 3,278	\$ 3,080	\$ 198	6%
Home owner grant	(770)	(770)	-	0%
Net property tax	\$ 2,508	\$ 2,310	\$ 198	9%
Frontage parcel tax (median lot size)	334	322	12	4%
Parcel Charge per lot for water supply debt	68	45	23	51%
Property taxes	\$ 2,910	\$ 2,677	\$ 233	9%
Average Utility Fees	1,052	1,021	31	3%
<b>Total Overall Change from 2025</b>	<b>\$ 3,962</b>	<b>\$ 3,698</b>	<b>\$ 264</b>	<b>7%</b>

If Priority  
Projects are  
approved, this  
will increase to  
\$288 (8%)





## Proposed Property Tax Impact Median Assessment Class 6 - Business Other

	<b>Proposed</b>			
	<b><u>2026</u></b>	<b><u>2025</u></b>	<b><u>Change</u></b>	<b><u>%</u></b>
Total taxes payable	\$ 10,029	\$ 619,427	\$ 604	6%
Frontage parcel tax (median lot size)	334	322	12	4%
Parcel Charge per lot for water supply debt	68	45	23	51%
Property taxes	\$ 10,431	\$ 9,791	\$ 639	7%
Average Utility Fees	1,237	1,113	125	11%
<b>Total Overall Change from 2025</b>	<b>\$ 11,668</b>	<b>\$ 10,904</b>	<b>\$ 764</b>	<b>7%</b>

If Priority  
Projects are  
approved, this  
will increase to  
\$840 (8%)







## Utilities User Fee and Proposed Parcel Tax Increases 2026-2030

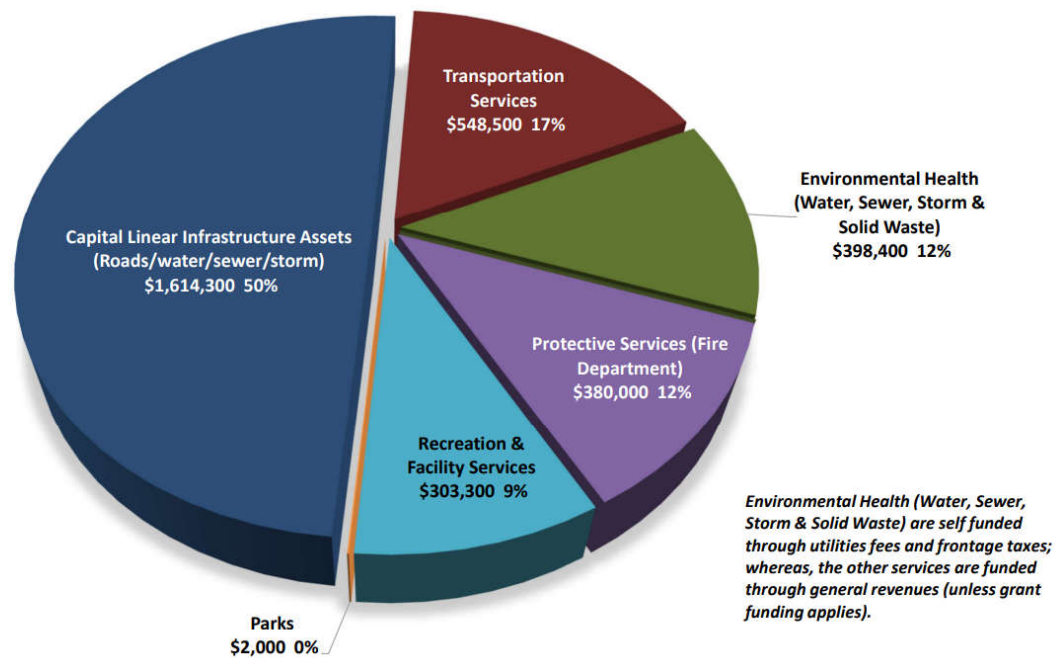
Utility Customer Revenues	2025	2026	2027	2028	2029	2030
Total User Fee Revenue	2,630,760	\$ 2,708,320	\$ 2,895,670	\$ 3,105,370	\$ 3,285,820	\$ 3,446,560
Solid Waste, Water, Sewer & Storm User Fee Revenue Increases		\$ 77,560	\$ 187,350	\$ 209,700	\$ 180,450	\$ 160,740
Total Frontage Tax Revenue	709,990	\$ 778,000	\$ 809,980	\$ 848,660	\$ 889,600	\$ 932,950
Water, Sewer & Storm Frontage Tax Revenue Increases		\$ 68,010	\$ 31,980	\$ 38,680	\$ 40,940	\$ 43,350
Total Increase to Utility Fees & Frontage Tax Revenue Increases \$		\$ 145,570	\$ 314,690	\$ 366,770	\$ 307,720	\$ 271,090
Total Increase to Utility Fees & Frontage Tax Revenue Increases %		4.36%	6.29%	5.48%	4.30%	2.97%
Parcel Tax Revenues for Water Supply Project Debt (Debt refinances 2026)	76,800	\$ 127,530	\$ 127,530	\$ 127,530	\$ 127,530	\$ 127,530
Parcel Tax Per Parcel	\$ 45	\$ 68	\$ 68	\$ 68	\$ 68	\$ 68
Revenues Required for Wastewater Treatment Upgrades Debt	-	\$ -	\$ 531,520	\$ 531,520	\$ 531,520	\$ 531,520
Estimated Charge Per Parcel	\$ -	\$ -	\$ 305	\$ 305	\$ 305	\$ 305
<b>Total Increase to the Average Single Family Resident</b>		<b>4.90%</b>	<b>21.58%</b>	<b>2.75%</b>	<b>2.70%</b>	<b>2.69%</b>





## Proposed 2026 Capital Projects

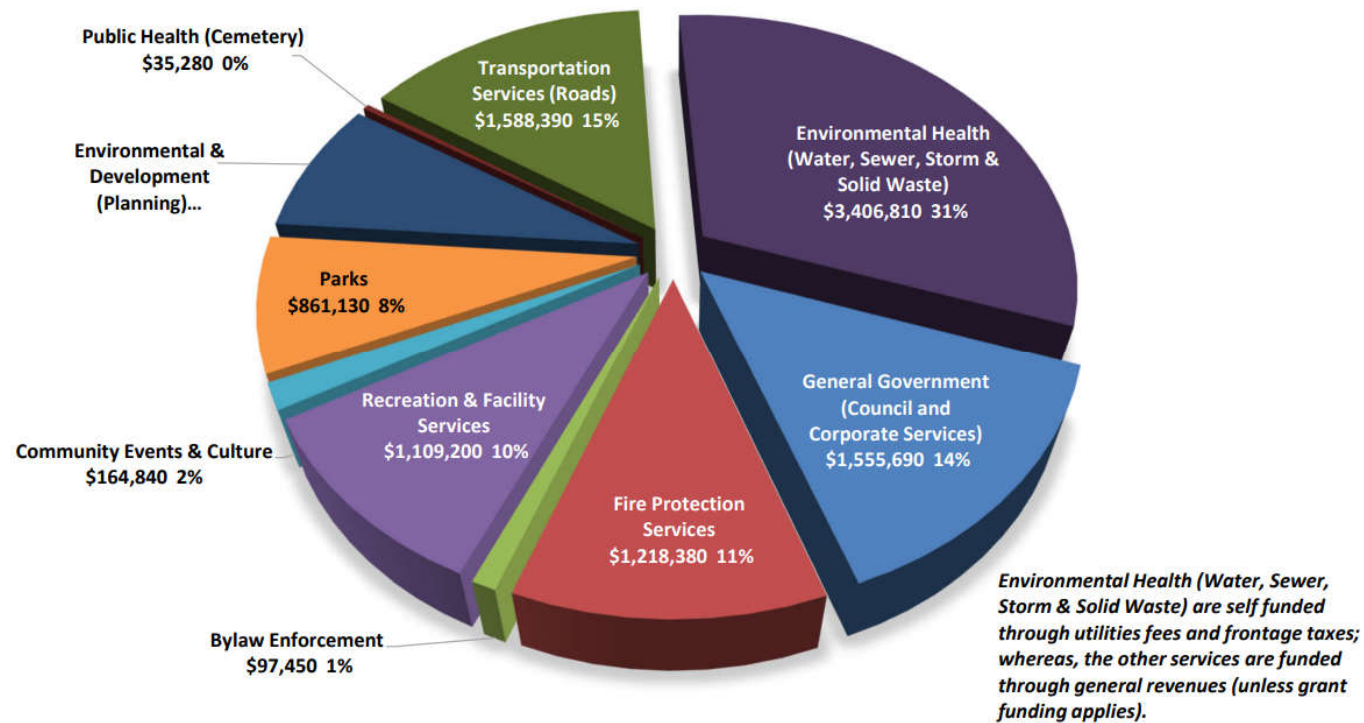
(excluding Wastewater Treatment Upgrade and Cumberland #2 Dam Reconstruction)







## Proposed 2026 Operating Projects





Questions?

